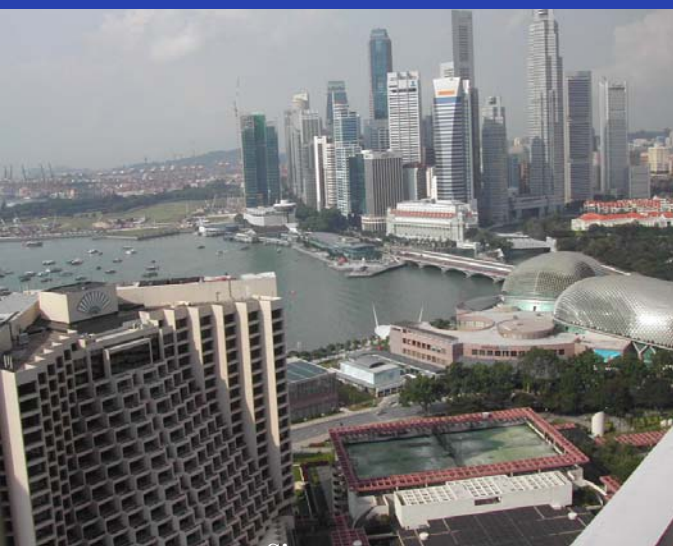




Brussels



Hong Kong



Singapore



**THE JAY MALINA
INTERNATIONAL TRADE CONSORTIUM
OF MIAMI-DADE COUNTY, FL USA**



Miami International Airport



Port of Miami

Annual Report 2002/2003

**The Jay Malina International Trade Consortium
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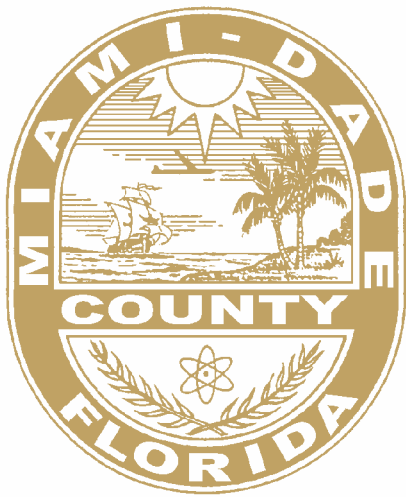


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MISSION STATEMENT

The Jay Malina International Trade Consortium, as Miami-Dade County's official public/private partnership, advocates, promotes and supports the development of this County as the premier hemispheric platform for two-way merchandise trade with the rest of the world.

INTRODUCTION



The Miami-Dade County ordinance creating the Jay Malina International Trade Consortium (ITC) (Section 4(h)), requires the ITC to submit an annual report to the Board of County Commissioners. This is the Agency's first report as the ITC since it was created on November 19, 2002. As per the requirements of the ordinance, this report outlines the full list of activities of the ITC from November 19, 2002 to November 18, 2003.

CHAIR'S REVIEW



Jose "Pepe" Diaz
ITC Chair,
Miami-Dade County
Commissioner District 12

This marks the end of a very successful year for the Jay Malina International Trade Consortium (ITC), and the beginning of a new year already full of activities and promises. I want to thank the Mayor and the Board of County Commissioners for their continued support and, the ITC Board and Staff for their hard work and dedication.

It was just about a year ago that the County Commission created the ITC, and made it a County department. It was formed from what was the Trade Mission Center of the Americas, Inc., and the Mayor's Office of Protocol, International Trade and Commerce, housed in the Mayor's Office. In its short lifespan, the ITC has met the many challenges it faced and carried out its task very successfully. The past year was a difficult one for the world at large. Paramount among the many obstacles that faced our programs were the continued war on terrorism and by extension the war in Iraq, and the SARS epidemic. Both of these caused us to delay some of our planned missions, but more importantly, they served to discourage some of our business people from traveling abroad on missions. However, we overcame those challenges and fulfilled our objectives for the year.

While it is true that we are a center of world commerce and have a very active Sister Cities program, we still have a long way to go to realizing the advances that have been made in places like Hong Kong and Singapore. These are serious trading communities which have built their infrastructure and allocated the resources needed to get them to that point and to help maintain their dominance in the trading world. While we have a natural strategic location, other areas in the world are beginning to challenge us and may pose a threat to our becoming the "Brussels" or the "Hong Kong" of the Americas.

We have what it takes to continue to grow and not only maintain our position as the "Gateway to the Americas" but to become a true gateway to the rest of the world. We are already a hub for international commerce, with a population that mirrors much of the Americas in language and custom. Miami International Airport is the 3rd largest international passenger airport in the United States, the number one international cargo airport in the United States and, has the most international flights available at any U.S. airport. The Port of Miami, for the first time this year will move close to one million containers, and we continue to be the number one cruise terminal in the world. But we must dedicate ourselves to strengthen and improve our facilities to compete in an increasingly globalized economy.

While I am pleased with the year we just completed, I am excited about the upcoming year and know that we are prepared to meet the challenges ahead. The Mayor and the Board of County Commissioners understand the importance of the ITC, and the important role it plays in our overall economic and international development.

I look forward to another great year as we continue to pursue the seat of the Permanent Secretariat of the Free Trade Area of the Americas for our community.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. P. Diaz'. The signature is fluid and cursive, with the first and last names being more prominent.

Jose "Pepe" Diaz
ITC Chair
Miami-Dade County Commissioner, District Twelve

ACTIVITIES OF THE CHAIR

The Chair presides over and sets the agenda for the ITC's bi-monthly Board meetings, and appoints all the standing committees. Together with the Board of Directors, the Chair recommends to the Mayor and County Commissioners the international trade and commerce agenda for Miami-Dade County. In addition, the Chair promotes the County as the Gateway to the Americas; as a two-way trade destination center; as the site for the Permanent Secretariat of the Free Trade Area of the Americas (FTAA); and as a trade hub at international meetings, trade missions, conferences, and events.

Promoting the FTAA

In September of 2002, the United States Trade Representative, announced that Miami-Dade County would be the site for the VIII FTAA Ministerial and Americas Business Forum in November 2003. Mayor Alex Penelas appointed Commissioner Jose "Pepe" Diaz to be the County's representative and spokesperson at the citizens' Board of Directors created to organize this event. Along with Mayor Alex Penelas and a Miami based business delegation, Commissioner Diaz participated in the VII FTAA Ministerial and Americas Business Forum in Quito, Ecuador. Subsequently, he also met with U.S. and State of Florida government officials as well as high government officials from Costa Rica, Colombia, Argentina, Jamaica, the Dominican Republic, and the CARICOM countries.

International Meetings, Trade Missions, Conferences, and Events

Commissioner Diaz participated in the County's sponsored IX Inter-American Conference of Mayors, and he led the ITC Air Cargo and Route Development Mission to Hong Kong and Singapore. He also joined the efforts of the Beacon Council and The Latin Chamber of Commerce of the USA (CAMACOL) in their promotion of Miami-Dade as a trade destination center.

Miami-Dade County, the Gateway to the Americas

The Ordinance which created the ITC requires that the agency become a one stop center for international trade. Commissioner Diaz has assisted in these efforts by participating in speaking engagements throughout the County and by meeting with foreign visitors and dignitaries interested in expanding their trade relations with Miami-Dade. He has participated in various Sister Port Agreements sponsored by the Port of Miami and has worked with Miami International Airport to eliminate unnecessary barriers that could impede the flow of trade through our community.

EXECUTIVE DIRECTOR'S REPORT



Mr. J.A. "Tony" Ojeda, Jr.
Executive Director, ITC

International trade is one of the most important activities in Miami-Dade's economy, and the Jay Malina International Trade Consortium is the County's Official Agency charged with the development of two-way international merchandise trade through the Port of Miami and Miami International Airport.

During the last year we have seen interest in the programs of the ITC grow as the organization takes on a more prominent and active role on the international stage. We conducted three successful missions to Belgium, Hong Kong and Singapore.

The Mission to Belgium served to educate Belgian authorities of the business possibilities between Miami-Dade and Belgium. The Mission highlighted the many similarities that exist between Miami-Dade and Belgium. Until our visit, many saw Miami-Dade only as a sunny vacation destination. While we did not downplay that view, the Mission highlighted our position as the "Gateway to the Americas" and our desire to be the "Brussels" of the Americas. Brussels now regards Miami as a serious trading community with a strategic location with which to do business with the Americas. To that effect, senior officials from Belgium are planning a reciprocal visit to Miami in the not too distant future to continue to water the seeds we have planted and to look into Miami-Dade as the place from which to serve the Americas.

The Miami-Dade delegation also acquainted itself with the operation of the European Union Headquarters in Brussels. If we should become the permanent secretariat of the Free Trade Area of the Americas (FTAA) Brussels is a model from which we may learn how best to function in that capacity.

The other two missions to Hong Kong and Singapore were, by all accounts, great successes. This was the first time an official delegation from Miami-Dade had gone to either country, and the authorities and businesses were eager to engage us. They were especially interested in Miami-Dade and its connections to the Americas. As a result of our missions, a Mission from Sichuan Province in Southern China will be paying a visit to Miami-Dade the first week of December 2003. The Sichuan Province is China's most prosperous province and is very aggressively pursuing trading relationships throughout the hemisphere.

The ITC also conducted route development briefings with Miami International Airport to South Africa, Kenya, Ireland and Brussels. These briefings served as sales pitches to the aviation authorities, airline officials and the business communities in an effort to convince the authorities to fly their aircraft to Miami International Airport. For the most part the responses have been positive, and some of these carriers and officials are seriously looking into flying into Miami-Dade County in the not too distant future.

We also participated in a Mission to Senegal as per the terms of the ITC's Memorandum of Understanding (MOU) with the Foundation for Democracy in Africa (FDA) to attend the Economic Community of West African States Forum (ECOWAS). Trade Forums like these are being conducted to educate and facilitate small to medium sized enterprises in Africa to help them take advantage of the African Growth and Opportunity Act (AGOA), which enables duty free access to the US market for certain goods from some African Countries. As we seek to engage the African community, these programs lend support to our initiatives.

Africando 2003 received our usual support. So, too the many incoming missions from other parts of the world which will be addressed in more detail in this report.

In October 2003, President Jorge Batlle of Uruguay led an eighty member incoming mission to Miami-Dade County to promote the sale of Uruguayan products in Miami-Dade. Mayor Penelas had invited President Batlle to bring this mission to Miami during his visit to Montevideo and Maldonado (Punta Del Este), Uruguay in 2000. The ITC assisted

EXECUTIVE DIRECTOR'S REPORT

mission participants with matchmaking activities that resulted in sales for the beef, lumber, and granite sectors of the Uruguayan economy.

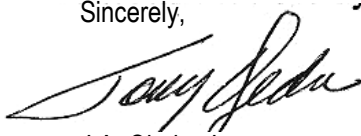
Our Sister Cities Program continues to be active and is pursuing strategic partnerships with cities around the world. The Uruguayan incoming mission is but another example of the program's continued involvement in economic and cultural activities that are enriching the quality of life of our residents.

Our program for the upcoming year is an exciting one. In conjunction with the airport, we will conduct three outgoing Missions and five airport briefings. Our board of Directors has also recommended that we take outgoing missions to Barbados and Trinidad and Tobago under the Caribbean Trade Initiative, which is now administered in-house. We will also receive incoming missions from Haiti, China, Belgium, Amsterdam and St. Lucia amongst others. All this while being actively involved with the VIII FTAA Ministerial, and the Americas Business Forum.

The upcoming year promises to be challenging, engaging and exciting. I look forward to it being even more rewarding than last year's and look forward to the community's continued support as we continue to strive to remain Miami-Dade's "One Stop Shop" for international trade.

I want to thank the Mayor, the Chair and the Members of the Board of County Commissioners, the County Manager, the ITC Board of Directors, and the Sister Cities Coordinating Council for their continued leadership and support. Special mention also goes to my staff without whose dedication, professionalism and perseverance we could not have achieved this much in our first year of operation as a County Agency.

Sincerely,



J.A. Ojeda, Jr.
Executive Director

ITC BOARD MEMBERS



Hon. Jose "Pepe" Diaz
**Miami-Dade County Commissioner,
ITC Chair
Appointee of the County Manager**



Mr. Gilbert Lee Sandler
**Vice Chair
Appointee of the Mayor**



Mr. John Abisch
**Representing Florida Custom
Brokers & Forwarders
Association**



Mr. Ramon Flores
**Representing City of Miami
International Trade Board**



Mr. William Alexander
Representing CAMACOL



Mr. Alex L. Gonzalez
**Representing The Board of
County Commissioners
District Thirteen**



Mr. Miguel Amion
**Representing the Board of County
Commissioners District Nine**



Mr. Francisco Gonzalez
**Representing The Greater Miami
Chamber of Commerce**



Mr. Jose Luis Castillo
**Representing The Board of
County Commissioners
District Seven**



Mr. Marlon Hill
Appointee of the Mayor



Mr. Tony E. Crapp, Sr.
Representing Port of Miami



Ms. Karen Hunter Jackson
**Representing Greater Miami
Convention & Visitors Bureau**



Mr. Manny Mencia
Representing Enterprise Florida



Jill Klaskin-Press
**Representing The Board of
County Commissioners District
Four**



Mr. J. David Peña
**Representing the Board of
County Commissioners District
Eight**



Mr. Burton Landy
Representing The Beacon Council



Mr. Walter A. Loy
**Representing Miami-Dade Sister
Cities Coordinating Council**

ITC BOARD MEMBERS



Mr. Pete Pizarro
Appointee of the ITC Chair



Mr. Sang Whang
**Representing Miami-Dade
Chamber of Commerce**



Mr. Dwayne A. Wynn
**Representing Mayor's African
Trade Task Force**



Mr. Rick Zelman, Esq.
**Representing Florida International
Bankers Association**



Honorable Norman B. Athill
Dean of the Consular Corps



Mr. Guillermo "Bill" Rammos
Appointee of the Mayor



Dr. Gershwin T. Blyden
Appointee of the Mayor



Chief Sandrell Rivers
**Representing The Board of
County Commissioners District
Three**



Jacqueline Del Cristo-Minges
**Representing The Board of
County Commissioners District
Twelve**



Ms. Janá Sigars-Malina
**Representing the Board of
County Commissioners District
Seven**



Mr. Rafael J. Diaz-Balart
**Representing The Board of
County Commissioners District
Six**



Willie Gort
**Representing The Board of
Commissioners District Ten**



Mr. Herman Echevarria
Appointee of the Mayor



Mr. German Leiva
**Representing District Export
Council of Florida**



Mr. Chris Mangos
**Representing Miami
International Airport**



Mr. Fernando Melo
**Representing World Trade
Center Miami**



Mr. Ed Patricoff
**Representing the Board of
County Commissioners District
Twelve**



Mr. Joe Perez Jones
Appointee of the ITC Chair



Mr. J. A. Ojeda, Jr.
Executive Director

ITC STAFF MEMBERS

J.A. “Tony” Ojeda, Jr.
Executive Director

Desmond Alufohai
Trade Developer

Cornelius Herelle
Senior Trade Development Specialist

Clarence Bird, Jr.
Assistant to the Director

Jimmy Nares
Chief of Finance and Administration

Jeannette Dominguez
Senior Executive Secretary

Mayda Rescendi
Sister Cities Program Assistant

Vacant
Marketing Development Specialist

REPORT

The ITC is Miami-Dade County's Official Agency for two-way merchandise trade between Miami-Dade and the world.

Background

In November 2002, the Miami-Dade Board of County Commissioners created the Jay Malina International Trade Consortium (ITC) from what was the Trade Mission Center of the Americas, Inc., (TMC), and the Office of Protocol, International Trade, and Commerce housed in the Office of Miami-Dade County Mayor Alex Penelas. The Agency was named after its founding father, the late Jay Malina who was very active participant in Miami-Dade County's international trade community.

The ITC is now a County Department and is Miami-Dade County's Official Agency for two-way merchandise trade between Miami-Dade County and the world. Through its Sister Cities Program, Missions, and protocol function, the ITC is fast becoming the County's International Affairs Office.

Committees

The ITC Chairman created eight (8) standing committees to enable the ITC to be more effective and to enable ITC Board members to focus mainly on the areas that interests them most, and in the areas in which they have the most expertise. The committees have been meeting regularly to discuss key issues and provide important input on ITC policies. When necessary, the committees also make specific recommendations to the ITC board.

The eight (8) committees are:

Committee on Advancement. Janá Sigars-Malina, Chair. Committee charged with fundraising.

Committee on Advocacy. Rick Zelman, Chair. Committee responsible for recommending policies that affect trade issues in Miami-Dade.

Committee on Economic Impact Study. Lee Sandler, Chair. Committee responsible for the one time economic impact study. The study is to be completed by 2004.

Committee on In-Trade. Rafael Diaz-Balart, Chair. Committee responsible for liaising between Miami-Dade County (ITC) and the International Trade Community especially the Diplomatic/Consular Corps, International Organizations and businesses in the County.

Committee on Marketing, Website, and Calendar. Karen Hunter-Jackson, Chair. Committee responsible for the marketing and promotion of the ITC as

REPORT

well as developing an effective web-based calendar highlighting ITC activities.

Committee on Speakers' Bureau. Chief Sandrell Rivers, Chair. Committee responsible for strategies for public speaking in order to promote the ITC.

Committee on Strategic Planning. Jacqueline Del Cristo Minges, Chair. Committee responsible for developing the strategic/business plan for the ITC.

Committee on Trade Missions. J. David Peña, Chair. Committee responsible for setting mission priorities for the ITC. This committee identifies the best areas and countries to which the ITC should take missions, and from which to receive missions. The Committee also makes recommendations on the allocation of ITC funding for both incoming and outgoing missions.

Board Meetings

ITC Board Meetings	TMC Meetings
October 18, 2002	
	December 3, 2002
December 18, 2002	
February 5, 2003	
March 18, 2003	
April 29, 2003	April 29, 2003
June 26, 2003	June 26, 2003
July 28, 2003	
October 16, 2003	

In the last year, the ITC held a total of eight (8) Board of Directors' Meetings. There were also three TMC meetings. On the left is a list of the meeting dates.

Board Retreat

The February 5, 2003 Board Meeting was also a Board Retreat. The Retreat was held at Miami International Airport (MIA). This was the first retreat for the newly created ITC. At the retreat, Board members drew straws to determine the length of their terms, and established the program priorities for ITC.



Board Members and ITC Staff in session at the ITC Retreat on February 5th, 2003.



REPORT

ITC Consular Corps Briefing and Reception

In addition to the Board Meetings and Executive Committee Meeting, on March 25, 2003, the ITC held a briefing and reception for the Consular Corps to introduce the newly created Jay Malina International Trade Consortium. Mayor Alex Penelas and Miami-Dade County Commissioner Jose “Pepe” Diaz hosted the reception.

Mayor Alex Penelas & County Commissioner Jose “Pepe” Diaz host the briefing and reception.



County Commissioner Jose “Pepe” Diaz, ITC Chair & J.A. Ojeda, Jr., Executive Director unveil the newly created county agency.

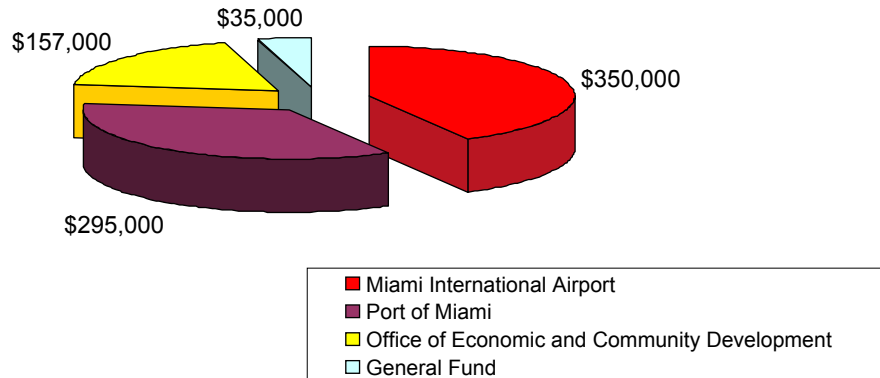
Also, at this occasion, County Commissioner Jose “Pepe” Diaz, Chair of the ITC, and J.A. “Tony” Ojeda, Jr., Executive Director of the ITC held a briefing for the Consular Corps, Trade Commissioners, and the Chambers of Commerce. The purpose of this briefing was to familiarize them with the ITC’s vision, mission, purpose, and to unveil the new database project to assist with the ITC’s matchmaking activities. The database contains over 20,000 local businesses involved in export and import activities, and it is interactive. ITC uses the database to communicate with the local trade community.

REPORT

ITC Financial Overview

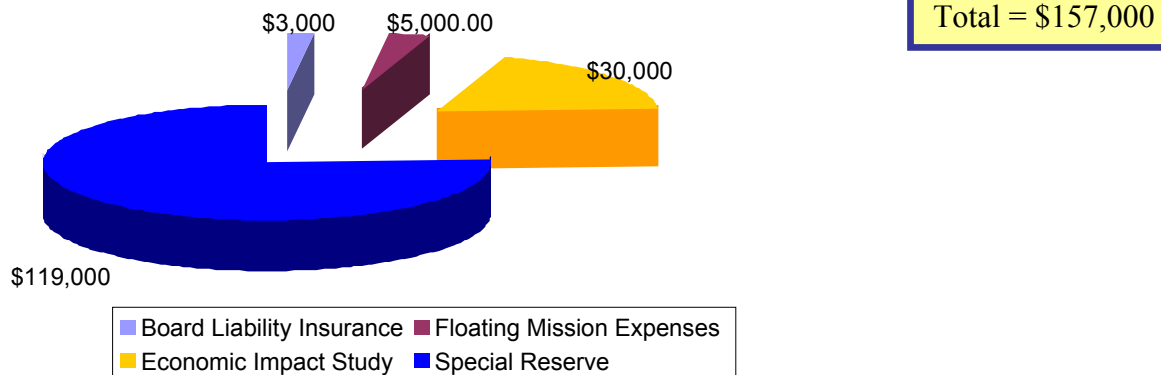
ITC Annual Operating Budget FY 03-04

Total = \$837,000



The ITC has an annual operating budget in FY 03-04 of \$837,000 from the following sources: \$350,000-- Miami International Airport, \$295,000--the Port of Miami, \$157,000--the Office of Community and Economic Development, and \$35,000-- General Fund. In addition, the ITC receives a reimbursement of \$100,000 from the Greater Miami Visitors and Convention Bureau. The ITC Budget was approved by the ITC Board and by the Board of County Commissioners when it approved the County's FY 03-04 operating budget.

When the ITC was created in November of 2002, the Board of County Commissioners authorized it to take over the assets of the Trade Mission Center of the Americas, Inc (TMC), and now the ITC Board of Directors is also the Board for TMC. The TMC has combined assets of \$157,000 of non County private sector funds. The ITC Board of Directors is the only authorized entity that can disburse TMC funds and has allocated these funds as follows:



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Missions

Missions are at the heart of what the ITC does. Despite the challenges facing Miami-Dade County and the world, the ITC is proud to report the successful execution of the three (3) Air Cargo/Route Development Missions which the ITC was responsible for conducting as per the Memorandum of Understanding (MOU) with Miami International Airport (MIA). Among other things, these missions served to deepen and expand relations between Miami-Dade County, and the countries visited.

Air Cargo/ Route Development Missions

Country/City	Event Name	Start Date	End Date	Participants
Belgium	Air Cargo/Business Development Mission	Jun. 10. 03	Jun. 15. 03	7
Hong Kong	Air Cargo/Business Development Mission	Sep. 19. 03	Sept. 24. 03	13
Singapore	Air Cargo/Business Development Mission	Sept. 24. 03	Sept. 27. 03	13

Belgium

Brussels is the seat of the European Union (E.U.). It has become the Gateway to Europe, and yet there are no direct air cargo links between Brussels and Miami. The city has developed an infrastructure to respond to its new role. The visit to Brussels also served to acquaint the ITC with the organizational and political institutions developed there to meet the needs of an integrated trade block similar to the one being proposed for the Americas.



Delegates and Embassy staff at the European Union in Brussels.

The main focus of the Mission was to engage the authorities/parties in Belgium and to educate them of the opportunities that exist in Miami-Dade County. Second, to educate the Miami-Dade County mission delegates of the opportunities in Belgium. Third, to give mission participants an insight into the setup, operations, infrastructure and workings of the European Union Parliament.



By all accounts, the Mission was a success. The Mission visited two cities, Antwerp and Brussels. Belgium is divided into three semi-autonomous regions: Flanders in the North, Walloon in the South, and the Central Capital Region of Brussels. A different agency represented each region--Flanders in the North by Export Vlaanderen or

Delegates and some of their Belgian hosts at the Belgian American Association in Antwerp.

REPORT

Export Flanders; Walloon by the Office of Foreign Investment Promotions for Wallonia; and Brussels Central by Brussels Enterprise Agency.

Because of the ITC's Mission to Belgium, a delegation of Belgian officials and businesses are planning a reciprocal mission to Miami-Dade County in the first quarter of 2004.

Hong Kong & Singapore

The ITC conducted this two-part Mission to Hong Kong and Singapore to fulfill contractual obligations with Miami International Airport (MIA). MIA identified Hong Kong and Singapore as target areas for developing direct air links with Miami-Dade County, and the ITC implemented this mission to explore the possibilities of establishing trade leads that would serve to establish these air-links.

This was the first time that an official Miami-Dade County delegation headed by an elected official (Miami-Dade County Commissioner Jose "Pepe" Diaz), had ever visited Hong Kong and Singapore, and these were the first missions from the United States visiting after the SARS epidemic. The Missions to both Hong Kong and Singapore were very successful trail-blazing missions.

Mission participants spent most of their time meeting their counterparts, in one-on-one appointments and networking with people from a cross section of both the private and public sectors in both Hong Kong and Singapore. For most, it was very encouraging and exciting to find out the number of similarities that exists between Miami-Dade County and both Hong Kong and Singapore. Both countries are gateways to their respective regions with Hong Kong being the Gateway to the "world's factory" China and most of East Asia and, Singapore being the Gateway to South and South-East Asia.



REPORT

Hong Kong & Singapore Mission Accomplishments

- Private sector members of the delegation had matchmaking meetings with their business counterparts in both Hong Kong and Singapore. Everyone of these private sector representatives had successful matchmaking meetings and developed positive business leads that can result in business development opportunities for them, with sales expected at \$3 million.
- The mission clearly demonstrated to the various trade agencies in Hong Kong and Singapore, that Miami-Dade County like them is a gateway city, and that there were synergies that could be developed and expanded to use Miami-Dade as a trade platform for Hong Kong and Singapore exports to Latin America, Central America and the Caribbean.
- The mission established personal and professional friendships and relationships with representatives of key trading and commercial organizations in Hong Kong and Singapore.
- The mission resulted in establishing an official relationship with the U.S. Technology Center in Singapore whose purpose it is to attract more business from the United States to set up businesses in Singapore. The ITC logo will now appear as an official partner of the U.S. technology center.
- Conversations are underway to establish a first ever official relationship between the ITC and International Enterprise Singapore – the official Singaporean trade development agency.
- Conversations are also underway through the representatives of the Miami-Dade County empowerment trust and International Enterprise Singapore, to open a business in the Empowerment Zone.
- The government of Sichuan Province in China will lead a delegation to Miami-Dade County in December of this year. The delegation is visiting our community as a direct result of ITC's successful mission to Hong Kong and Singapore.



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Airport Briefings

As part of the MOU with Miami International Airport, the ITC is required to participate in “Airport Briefings” with the airport and other Miami-Dade County Agencies and Organizations. At these briefings, the ITC delivers presentations about Miami-Dade County: this includes information about the County’s infrastructure, trade statistics, international community, human resources and strategic location in the hemisphere. In the past year, the ITC participated in Airport briefings in the countries listed below:

Miami-Dade Chamber of Commerce President, Dorothy Baker delivering a token of gratitude to Cynthia Griffin from the U.S. Embassy in Nairobi for her assistance with our briefing.



Country/City	Event Name	Start Date	End Date	Participants
Kenya	Airport Briefing	Feb. 15.03	Feb. 21.03	18
Ireland	Airport Briefing	Jun. 8.03	Jun. 9.03	4
Brussels	Airport Briefing	Jun. 17.03	Jun. 18.03	4
South Africa	Airport Briefing	Jun. 23.03	Jun. 25.03	4



Miami-Dade County Delegation with the Mayor of Nairobi, His Worship Joe A. Ketch, his staff and other Kenyan officials.

REPORT

Outgoing Third Party Missions

In 2002/2003, the ITC budgeted funds to support three (3) outgoing third party missions. These missions, when certified are eligible to receive a reimbursement of up to \$2,500 from the ITC, and \$7,500 from Enterprise Florida, Inc. The certification process enables the missions to use the Miami-Dade County logo in their literature and they officially represent the ITC before chambers of commerce, and government trade offices in the host countries. These missions are certified to promote the sale of goods from Miami-Dade small to medium sized businesses. Third party missions do not always return with contracted sales, but they serve to open doors that can result in future businesses for our local entrepreneurs. However, these four missions are expected to generate sales over a continuing period.

The ITC certified the following missions:

Country/City	Event Name	Start Date	End Date	Participants
Morocco	Arab American Chamber of Commerce Mission	Oct. 19.02	Oct. 26.03	7*
Kenya	Miami Dade Chamber of Commerce Mission	Feb. 15.03	Feb. 21.03	18
Nicaragua	Latin Chamber of Commerce (CAMACOL)	Aug. 13.03	Aug. 17.03	7*

Incoming Missions

ITC encourages incoming missions from other countries that are interested in buying from Miami-Dade small to medium sized businesses or that are interested in selling their merchandise locally. Both of these activities serve to spur economic development in our community. In 2002/2003 ITC budgeted \$7,500 to support three incoming missions on a reimbursable basis. Like the outgoing missions, incoming missions do not always generate purchases or immediate sales. Rather, the purpose of each mission is to establish business leads that can over a period of time produce sales.

In October 2003, the ITC hosted an incoming mission from Uruguay led by President Jorge Batlle. This mission was a result of an earlier visit by Mayor Alex Penelas to Uruguay in the year 2000, and because of Miami-Dade's long standing sister cities relationship with the city of Maldonado (Punta del Este) in Uruguay. President Batlle brought a delegation of approximately eighty (80) Uruguayan businesses representing a cross section of the Uruguayan economy. The ITC worked closely with the Uruguayan Embassy in Washington, D.C. and the Uruguayan General Consulate in Miami to organize, support, and provide matchmaking sessions to the visiting Uruguayan delegation. At the conclusion of the mission successful sales were reported primarily from the Uruguayan meat, lumber, and granite industries.

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* Minimum of seven (7) participants per mission

The ITC assisted with the following missions:

Country/City	Event Name	Start Date	End Date	Participants
Dominican Republic	Florida Foreign Trade Association (FFTA) mission	Apr. 6. 03	Apr. 11.03	7*
Ecuador & Colombia	Florida Foreign Trade Association missions	Jun. 1.03	Jun. 6.03	7*
Uruguay	Consulado General del Uruguay	Sep. 24.03	Sep. 24.03	80

Sponsorships

The ITC sponsors events throughout the year as part of its community outreach. Last year's sponsorships are listed below:

Country/City	Organization/Event Name	Start Date	End Date
Senegal	Foundation for Democracy in Africa Forum in Conjunction with Economic Community of West African States (ECOWAS)	Mar. 26.03	Mar. 28.03
U.S.A. - Miami	Florida Custom Brokers and Freight Forwarders' Association Installation Banquet	May 3. 03	
U.S.A. - Miami	Greater Miami Chamber of Commerce. United States Department of Commerce Western Hemisphere Business Outlook Conference	May 22. 03	May 23. 03
U.S.A. - Miami	Enterprise Florida. Consortium for Commercial Promotion of Catalonia	Jun. 17. 03	Jun. 20. 03
U.S.A. - Miami	Foundation for Democracy in Africa (FDA) Africando	Jun. 22. 03	Jun. 26. 03
U.S.A. - Miami	Florida Foreign Trade Association (FFTA). International Trade Hall of Fame Ceremony	Sept. 6. 03	
U.S.A. - Miami	Miami-Dade Chamber of Commerce. Pillars Awards Dinner	Sept. 10. 03	

* Minimum of seven (7) participants per mission

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Other Events Attended:

Country/City	Event Name	Start Date	End Date
U.S.A. - Miami	Chilean Business Trade Mission Seminar hosted by the Chile-U.S. Chamber of Commerce	Aug. 28. 03	
U.S.A. - Miami	Central American Free Trade Area (CAFTA) Conference. A New Direction for Central America – The Impact on Trade and Investment Opportunities.	Oct. 15. 03	
U.S.A. - Miami	Hong Kong Economic & Trade Office update on the Closer Economic Partnership Agreement with China (CEPA)	Oct. 23. 03	

County Commission Chairwoman Dr. Barbara Carey-Shuler and County Commissioner Jose "Pepe" Diaz were invited to Jamaica on July 5 to 7 by the Jamaican authorities to address the Rotary Club, and to meet with the Minister of Commerce of Jamaica Hon. Delano Franklin as a result of the earlier ITC Mission to Jamaica on September 8 to 14, 2002. During meetings in Montego Bay, and Kingston, Chairwoman Carey Shuler and Commissioner Diaz discussed continuing and increasing trade between Jamaica and Miami-Dade County, and sought support for Miami-Dade County's bid to become the Permanent Secretariat of the Free Trade Area of the Americas (FTAA).



Dr. Barbara Carey-Shuler and Commissioner Jose "Pepe" Diaz in discussion with Hon. Delano Franklin (Center).

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Trader Maker

The World Trade Center Miami (WTC) administers the Trader Maker Program at a funding level of \$12,500. The program's main objective is to identify North American Cities, which have manufacturing sectors that produce products, which have high export sales potential in Latin America, Central America, and the Caribbean. The Program educates manufacturers through the publication of Best Exports, and Market Reports. This past year, the WTC visited Charleston, South Carolina. The Workshop was entitled "*Best Export Opportunities for Charleston Manufacturers in the Americas*". The program aims to have those manufacturers to use Miami-Dade County's resources and infrastructure; freight-forwarders, ports and seaport, to service Latin America and the Caribbean.

Caribbean Trade Initiative

The Caribbean Trade Initiative (CTI) is one of the key programs of the ITC. The main objectives of the CTI are: 1) To target new-to-market small and minority businesses in Miami-Dade County and the Caribbean. 2) To increase two-way merchandise trade between Miami-Dade County and the Caribbean. 3) To promote the resources and services offered through the ITC to the general Caribbean business community. 4) And, to promote greater interaction of ITC and the Caribbean business community through networking and matchmaking sessions. In its initial year, 2000, the CTI's budget was \$75,000. However, because of required budgetary cuts, the ITC further reduced the budget from \$56,000 to \$35,000.

The CTI program was not completed because the contractor, Mr. Alvino Monk was terminally ill and was not able to execute the program. Mr. Monk has since passed. In fiscal year 03-04, the ITC staff will administer the CTI.

Mayor's African Trade Task Force

The ITC continues to provide staff support to the Mayors African Trade Task Force (MATTF). The MATTF normally meets on the first Thursday of every month.

Trade Numbers

In conjunction with WorldCity, the ITC annually underwrites the publication of "Miami Trade Numbers". This publication present in a user friendly form, information highlighting Miami-Dade's top trading partners, and provides information on goods imported into and, goods exported out of Miami-Dade County. This publication is recognized throughout the hemisphere as one of the most important statistical guides of its kind, and it is referred to frequently by scholars and members of the international trade community.

REPORT

Miami-Dade Sister Cities Program

Mission Statement

The mission of our Sister Cities Program is to create and strengthen partnerships between the County and international communities through increased global cooperation and understanding at the municipal level, and to further the goals of the Sister Cities International (SCI).

Sister Cities is a nonprofit citizen diplomacy network creating and strengthening partnerships between U.S. and international communities in an effort to increase global cooperation at the municipal level, to promote cultural understanding and to stimulate economic development. SCI leads the movement for local community development and volunteer action by motivating and empowering private citizens, municipal officials, and business leaders to conduct long-term programs of mutual benefit.

Sister Cities Coordinating Council

The Sister Cities Coordinating Council consists of citizen volunteers who meet on the third Thursday of every other month. Through the efforts of our Coordinating Council, and our members, we work together to promote international trade and commerce, to develop intercultural understanding, and to promote tourism and economic development. Our program also serves to enrich the quality of life of the residents of Miami-Dade County. Currently the Council has the following vacancies: Lamentin, Guadeloupe; Santa Cruz, Bolivia; Taipei, Taiwan, and Turks & Caicos Islands.

Coordinating Council Meeting Dates
January 16, 2003
March 20, 2003
May 16, 2003
July 17, 2003
October 23, 2003
November 13, 2003

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Sister Cities Coordinating Council Members



Mr. Walter A. Loy
Dean & Chair
Cayman Islands, B.W.I.



Mr. Luis Lopez
Vice Chair
Sao Paulo, Brazil



Asti, Italy
Ms. Emma Tibaldeo



Bahamas, Commonwealth of
Mr. Rodney Barreto



Iquique, Chile
Dr. Allan Rosenbaum



Petit Guave, Haiti
Ms. Linda Cesar-Noel



Pucallpa, Peru
Ms. Cynthia Morgan



San Jose, Costa Rica
Ms. Norma Amaro



Santo Domingo, Dominican Republic
Mr. George Rivero

Asuncion, Paraguay
Ms. Shelley Smith-Fano

Kingston, Jamaica
Mr. Lynden James

Stockholm, Sweden
Ms. Eva Swift

Tenerife, Canary Islands
Ms. Silvia Unzueta



Sao Paulo, Brazil
Mr. Luis Lopez
Vice Chairman of the Council



Kingston, Jamaica
Ms. Laurice Hunter Scott

AT LARGE MEMBERS



Mr. Jack Elmore



Ms. Malou Harrison

HONORARY MEMBERS



Dr. Billy K. Yeh



J.A. "Tony" Ojeda, Jr.
Executive Director

Not Pictured

Veracruz, Mexico
Dr. Carmen McCrink

Maldonado, Uruguay
Mr. Hugo Castro

Monagas, Venezuela
Mr. Jorge Mesa

Pereira, Colombia
Mr. Ricardo Tribin

At Large Members
Mr. Gene Prescott
Ms. Jackie Salazar-Bofill

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Sister Cities Program Activities

Bavarian Delegation

On April 14, 2003, a delegation of ten (10) headed by the Bavarian State Minister and Head of the State Chancellery, Mr. Erwin Huber visited Miami-Dade County. The Delegation was officially welcomed by Commissioner Jose “Pepe” Diaz”. Mr. Ojeda gave a presentation on International Trade and Miami-Dade County. The delegation visited the County offices of Film and Entertainment, Finance Department, and E-Government.

VI Sister Cities Hemispheric Forum

The Sixth (VI) Sister Cities Hemispheric Forum will be held in Iquique Chile, June 1 to 5, 2004. As a precursor to the Forum, Mayor Penelas, and the Mayor of Iquique, Chile, Jorge Soria signed an agreement establishing the responsibilities of each government entity to conduct the Forum. The City of Iquique will be responsible for the organization of the event and Miami-Dade County through its Sister Cities Program will provide technical assistance to ensure the success of the Forum. Florida international University’s Public Administration and Community Service Institute will also provide technical assistance to help ensure the success of this forum.



Czech Republic Delegation

A delegation of sixty (60) headed by Mr. Vladimir Spidla, Prime Minister of the Czech Republic visited Miami-Dade County on July 19, 2003. Members of the delegation included the Minister of Foreign Affairs, Cyril Svoboda and Minister of Trade and Industry, Miroslav Kostelka. The Miami-Dade County Sister Cities Program coordinated the delegation’s arrival with the Secret Service, Airport Protocol, Miami-Dade Police Department, Transportation Security Administration (TSA) Border Patrol Protection, and the Department of Agriculture. ITC Staff met and greeted the Prime Minister and his delegation at the airport.

Scholarship Exchange Program

In September 2003, the Sister Cities Program held a dinner dance honoring Jamaica’s 40th independence anniversary. The proceeds of the event went to benefit the International Scholarship Program. In 2003, scholarships were offered to Barry University, Florida International University and Miami Dade College.

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2003 Sister Cities Arts Exhibit

An Art Exhibit, in collaboration with Miami Dade College's "Miami-Dade Celebrates the Art of its Sister Cities", opened September 12, 2003 to October 12, 2003. The Opening reception was held on September 12, 2003 with Dr. Eduardo Padron, President of Miami Dade College and many of the artists in attendance. Artists from twenty-one countries and Miami Dade County exhibited their work at the Frances Wolfson Gallery from September 12 to October 12, 2003.



Member of the Arts Committee and Staff

Uruguay Delegation Mission

From September 17 to 18, 2003, His Excellency Dr. Jorge Batlle, President of Uruguay led a business delegation. The two-day event featured workshops at the Port of Miami, opening of the Uruguayan art exhibition at the Miami Public Library, presentations, and business-to-business matchmaking at the Biltmore Hotel. On October 17, Mayor Alex Penelas and Mrs. Penelas hosted a dinner for President and Mrs. Batlle.



Hon. Alex Penelas, First Lady, Mercedes Menefra de Batlle, Mrs. Lilliam Penelas, His Excellency, Jorge Batlle.

New Sister Cities Affiliations

In 2002-2003, the Board of County Commissioners approved two new sister cities affiliations between Miami-Dade County and Pereira, Colombia, and the Turks and Caicos Islands. Mayor Alex Penelas signed these agreements following County Commission approval.

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Protocol

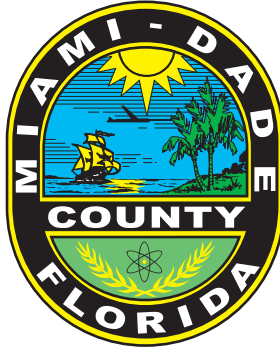
The following are the protocol events, which the ITC planned and executed or was involved in an official capacity:

Country/City	Event Name	Start Date	End Date
United Kingdom	CAMACOL Mission to London, Manchester and Edinburgh	Oct. 11. 02	Oct. 16. 02
Ecuador	Trip to Quito, Ecuador – VII FTAA Ministerial	Oct. 28. 02	Nov. 2. 02
Spain	Grand Opening FIU-Madrid Center	Jan. 18. 03	Jan. 22. 03
U.S.A.- Miami	Mayor's State of the County Address	Feb. 12. 03	
U.S.A. – Miami	Signing of Sister Port Agreement between Port of Miami and Port of Liverpool, U.K.	Apr. 10. 03	
U.S.A. – Miami	Bavarian Delegation	Apr. 14. 03	
U.S.A. – Miami	Greeting of Consul General of Nigeria in Atlanta, Georgia.	Apr. 25. 03	
Uruguay	Conference in Punta del Este – How to do Business in the U.S.A.	Apr. 29. 03	May 4. 03
El Salvador	FTAA trip to San Salvador	May 5. 02	May 7. 03
U.S.A. – Miami	Mayor Penelas and Mayor Soria of Iquique, Chile – Signing of Sister Cities Forum Agreement	May 12. 03	
U.S.A. – Miami	Welcome and Briefing of the District Export Council on the ITC	May 15. 03	
U.S.A. – Miami	Incoming Delegation from Kenya. Welcome and meeting with the Minister of Trade	May 16. 03	
U.S.A. – Miami	Signing of U.S./Chile Free Trade Agreement	Jun. 6. 03	
U.S.A. – Miami	Inter-American Conference of Mayors	Jun. 24. 03	Jun. 26. 03
Jamaica	Trip to Jamaica – address to Rotary Club and meeting with the Minister of Trade	Jul. 5. 03	Jul. 7. 03

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Protocol (Continued)

U.S.A. – Miami	Africando Conference (ITC Sponsored Event)	Jul. 22. 03	Jul 27. 03
U.S.A. – Miami	F.I.U. Madrid Contract – Workshop	Aug. 4. 03	
U.S.A. – Miami	Breakfast meeting for the Minister of Finance of Jamaica	Aug. 27. 03	
U.S.A. – Miami	Trade Pioneers’ Hall of Fame (ITC Sponsored Event)	Sept. 6. 03	
U.S.A. – Miami	Susta Export Training Program at Miami-Dade College	Sept. 11.03	
U.S.A. – Miami	Sister Cities Art Exhibit (ITC Sponsored Event)	Sept. 12. 03	
U.S.A. – Miami	Arrival of President Batlle of Uruguay	Sept. 16. 03	
U.S.A. – Miami	Dinner with Mayor Penelas and President Batlle	Sept. 17. 03	
U.S.A. – Miami	Uruguayan Matchmaking Sessions (Biltmore Hotel)	Sept. 18. 03	
U.S.A. – Miami	Arrival of Prime Minister Aznar of Spain	Sept. 23. 03	
U.S.A. – Miami	Signing of Sister Seaport Agreement between the Port of Miami and the Port of Buenaventura, Colombia.	Oct. 6. 03	
U.S.A. – Miami	Briefing to Egyptian Delegation (State Representative Rene Garcia)	Oct. 14. 03	



MIAMI-DADE COUNTY GOVERNMENT



Alex Penelas
Mayor



Betty T. Ferguson
District 1



Dorrin D. Rolle
District 2



Chairperson
Dr. Barbara M. Carey-Shuler
District 3



Sally A. Heyman
District 4



Bruno A. Barreiro
District 5



Rebeca Sosa
District 6



Jimmy L. Morales
District 7



Vice-Chairperson
Katy Sorenson
District 8



Dennis C. Moss
District 9



Javier D. Souto
District 10



Joe A. Martinez
District 11



Jose "Pepe" Diaz
District 12



Natacha Seijas
District 13



George Burgess
County Manager



Harvey Ruvin
Clerk of Courts



Robert A. Ginsburg
County Attorney



Murray A. Greenberg
First Assistant County Attorney

